Department of Public Works

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DPW MISSION, CORE SERVICES & GOALS

MISSION:

The Department of Public Works' (DPW) mission is to provide excellence in the delivery of essential environmental, infrastructure and automotive services, thereby ensuring a safe and clean environment for customers in a cost-effective manner.

CORE SERVICES:

The following divisions provide DPW's services:

- Administration, which includes department management and provides rodent control, traffic engineering, sign, and environmental and commercial inspection services;
- Solid Waste, which provides solid waste collection and disposal, snow and ice removal, street cleaning, scrap tire collection and vacant lot clean-up activities;
- Street Maintenance, which repairs, resurfaces and maintains the City's streets, alleys, curbs and sidewalks;
- Vehicle Management, which maintains the city fleet and is responsible for automotive purchases; and
- City Engineering, which provides design services for the construction of City streets and buildings and monitors contractors' progress in the construction of public streets and buildings.

Fiscal Year 2001 In Brief:

2000-2001 Accomplishments

- Added staff and rolling dumpsters to the monthly bulk pick-up program to increase efficiency.
- Increased vacant building demolitions with increased funding from the Community Block Grant program.
- Initiated the "Big Clean Up" program in May, which was a yearlong concentrated effort to improve the city's appearance.
- Completed Phase I of the Rotational Block Baiting program, which targets rodent control through citywide baiting three times annually.

2000-2001 Issues

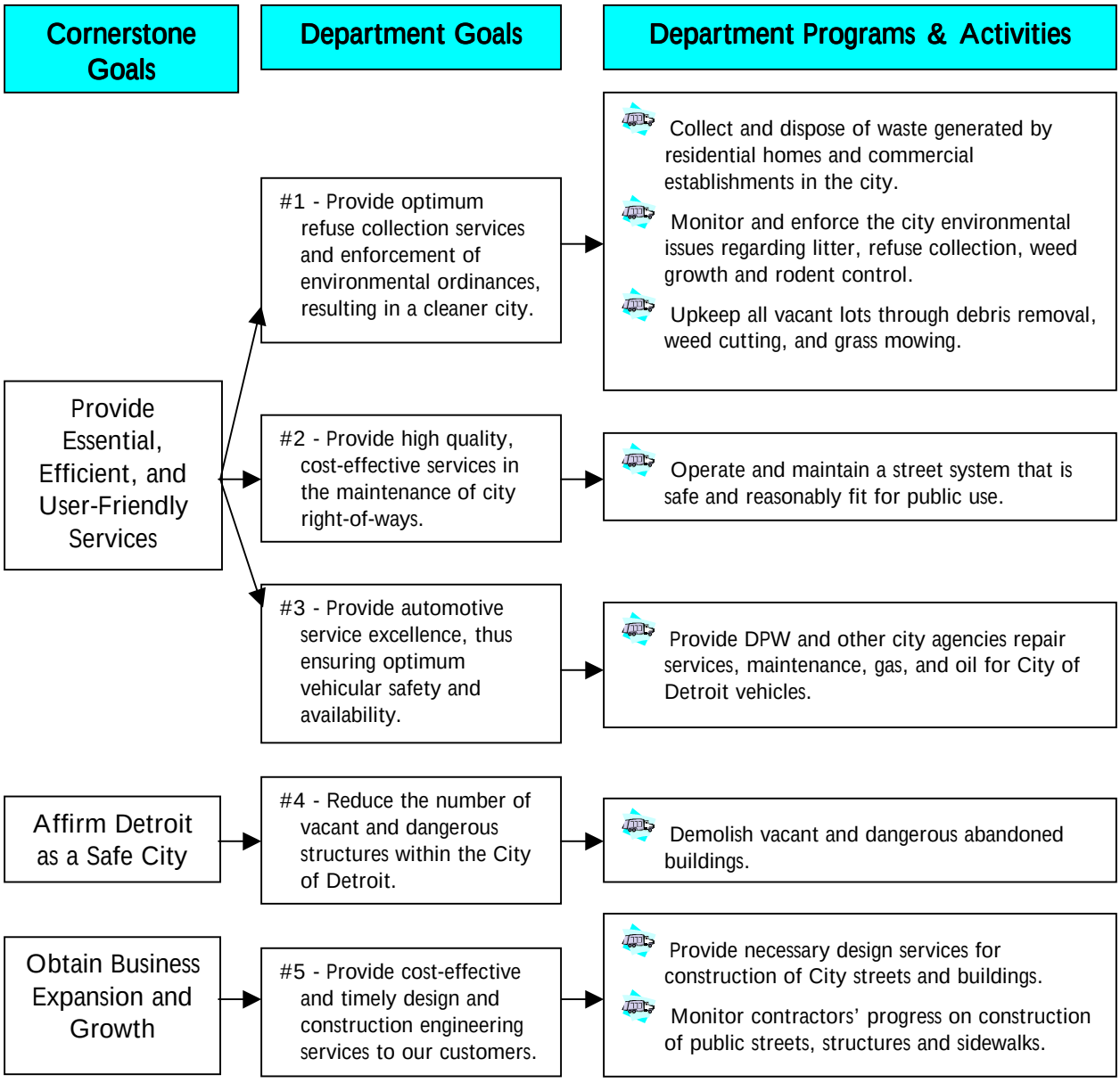
- Citizen non-compliance with illegal dumping and bulk collection ordinances thwart efforts to clean the city.
- Residents' expectations of city snow removal exceed the city's planned level of service.

Future Plans

- Partner with State to increase highway service drive beautification through coordination and increased mowing cycles.
- Improve snow removal program via better use of contractor services.

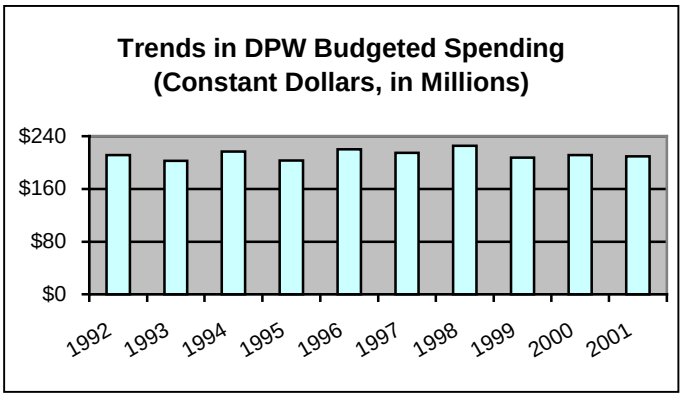
GOALS:

The chart below illustrates the Department of Public Works' program and activity alignment with the City's cornerstone goals.



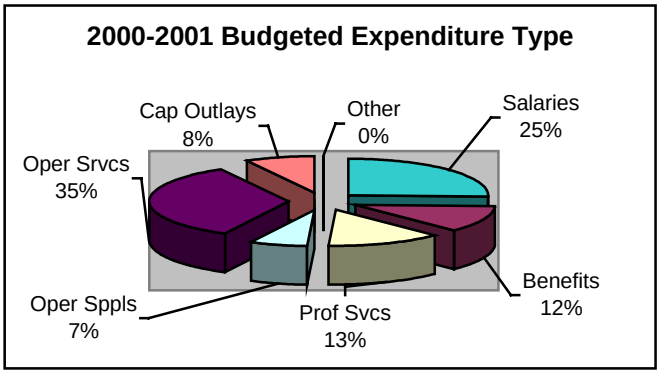
The remaining pages in this chapter take an in-depth look at DPW's goals and services; the inputs, outputs, outcomes, and efficiencies of each service; citizen satisfaction; and service comparison with peer cities.

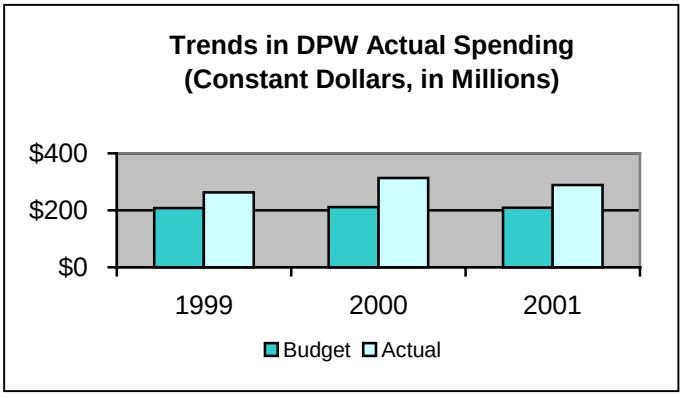
SPENDING:



The amount budgeted to DPW, in constant dollars, has remained relatively stable over the 10-year period between 1992 and 2001, averaging $212 million. Budgeted spending has ranged from $202 million in fiscal year 1993 to $225 million in fiscal year 1998. Over the past 10 years, DPW's budget has averaged 8% of the entire City budget. In the 2001 fiscal year, DPW's budget was $209 million, 7.5% of the City's total.

DPW's distribution of total spending into expenditure types has also remained stable over the past ten years. DPW's highest expenditure type is Operating Services, which includes the nearly $70 million dollars spent annually for solid waste disposal . Salaries and wages make up 25% of the 2000-2001 budget; this is slightly higher than the ten-year average of 23%.



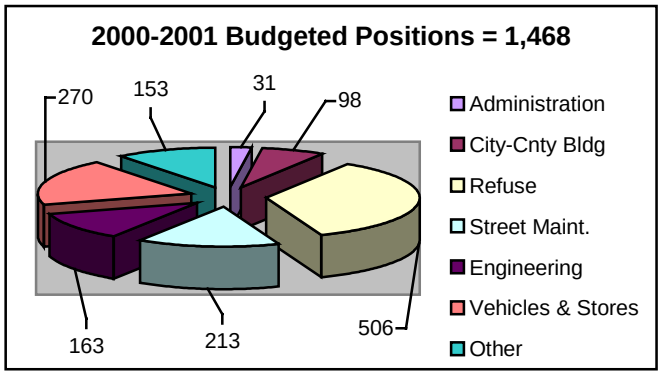


City financial systems make it difficult to capture actual DPW spending for prior years. The accompanying chart shows both actual and budgeted spending from 1999, the year that DRMS was implemented, to the present. Much of the vacant house demolition funding (block grants) and street repair funding (major and local street fund) was not included in the department's amended budget. In 2001, actual spending on these items was seven times the amount budgeted. These services are outsourced, so their exclusion from the budget does not have an adverse effect on staffing levels or workloads.

DPW's budgeted Capital Improvement projects are shown in the table below. Most of DPW's improvement projects are funded with Street Fund dollars.

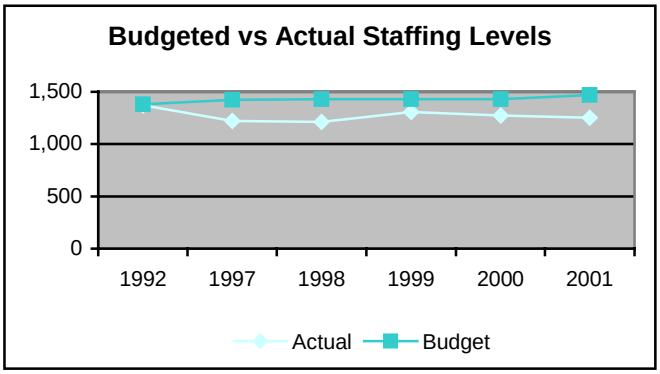
Name of Project	1997	1998	1999	2000	2001	Total
Street Resurfacing	$25.4	$26.2	$19.4	$19.2	$20.6	$110.8
Equipment & Buildings	1.4	1.9	3.4	2.1	4.2	13.0
Traffic Control	0.0	0.0	0.5	3.6	7.6	11.7
Other	0.0	0.0	0.6	3.8	0.8	5.2
Total	$26.8	$28.1	$23.9	$28.7	$33.2	$140.7

STAFFING:



DPW's budgeted positions totaled 1,468 in the 2001 fiscal year. Refuse Collection and Disposal activities comprise 35% of DPW's budgeted positions, while 19% are in Vehicle & Stores.

DPW's budgeted positions have increased by 89 positions over the past ten years. During the past five years the department has averaged 181 vacancies with most divisions operating with a 12% vacancy rate. As shown in the chart on the right, the disparity between budgeted and filled positions has increased over the past three years.



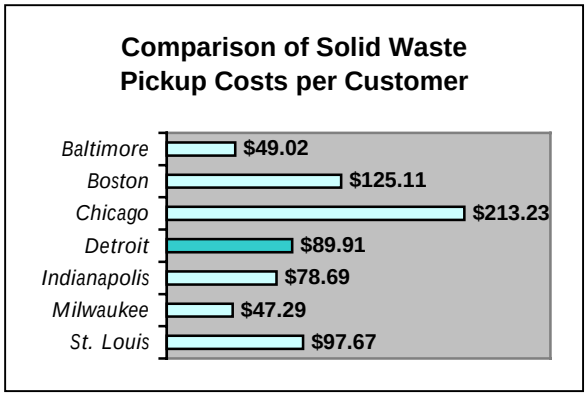
Additional information on actual spending on DPW activities and services, as well as further discussion of staffing variances is included in the following pages covering DPW's goals.

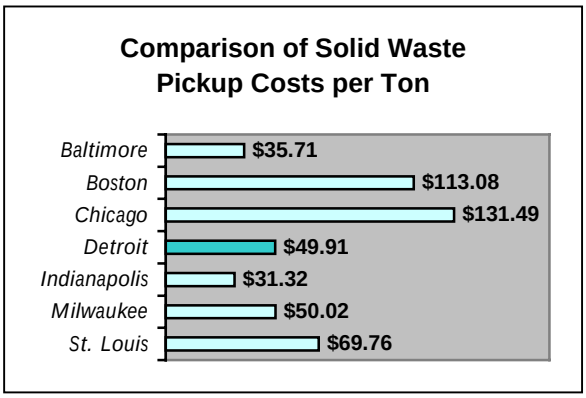
COLLECTING & DISPOSING OF RESIDENTIAL AND COMMERCIAL WASTE:

- Solid Waste collection routes are covered on a weekly basis, and each neighborhood is provided a bulk pick-up service monthly. A bulk drop off site is open several Saturdays each month to accept items not collected during the scheduled route. Weekly service is provided to over 333,000 households and 4,700 commercial customers and yields approximately 600,000 tons of solid waste per year.

- Commercial businesses have the option of using DPW refuse collection services or contracting with an outside vendor. Businesses that use the City collection service are serviced on the residential routes. All commercial businesses in the City are surveyed two to three times annually to insure that they have adequate and proper refuse collection service.

- As shown below, Detroit's cost of solid waste pickup per-customer and per-ton are comparable to the cost of similar services in the peer city[1] responses. Indianapolis' cost per ton is lower than the peer cities average cost per ton because they pick up 2.5 tons of solid waste per customers, which is much higher than the peer city average of 1.6 tons per customer.





- Detroiters are very satisfied with their residential garbage pickup service, with 86% rating the service as "Good" or better. Bulk garbage pickup service also rates satisfactory. 71% of citizens rated the service as "Good" or "Very Good". Only 4% of citizens are dissatisfied with either service.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Residential Garbage Pick Up	3,194	86%	9 %	4%
Satisfaction With Bulk Garbage Pick Up	3,080	71%	16%	4%

[1] Comparison cities were selected from the "Most Comparable" and "More Comparable" categories in a August 1999 report prepared for the City of Detroit's Labor Relations office, which selects comparison cities based on changes in population, households, and economic indicators. Indianapolis and Milwaukee were added to the comparison cities group as examples of mid-western cities physically located in similar latitudes.

- The cost of the solid waste collection and disposal program has decreased by 4% over the past five years, while the "per customer" cost has increased by 8% over the same period due to the declining population. Department management states that its refuse disposal costs are high because as the Greater Detroit Resource Recovery Authority's (GDRRA) major customer, they are required to pay most of its operating expenses. Department statistics indicate that 89% of the time weekly rubbish pickup is performed on time, and 80% of the time bulk pickup service is performed on time.

SOLID WASTE COLLECTION & DISPOSAL					
	1997	1998	1999	2000	2001
Cost of Solid Waste Management & Refuse Collection in Constant Dollars (Millions)	$28.0	$29.0	$29.4	$29.0	$29.9
Cost of Refuse Disposal in Constant Dollars (Millions)	$76.6	$78.7	$75.1	$71.3	$70.5
Total Cost of Solid Waste Collection & Disposal in Constant Dollars (Millions)	$104.6	$107.7	$104.4	$100.4	$100.4
Percentage of Solid Waste Management & Disposal Positions Vacant	32.22%	37.53%	41.48%	34.98%	21.15%
Percentage of Routes Collected on Driver Overtime	not available	not available	20%	20%	20%
Percentage of On-Time Bulk Collection	not tracked	not tracked	not tracked	not tracked	80%
Tons of Refuse Collected per Customer Serviced	1.58	1.58	1.58	1.76	1.78
Cost of Curb to Dump Solid Waste Disposal Service per Customer in Constant Dollars	$276.15	$284.31	$275.74	$294.29	$297.24
Curb to Dump Cost per Ton Collected in Constant Dollars	$174.33	$179.47	$174.06	$167.32	$167.35

MONITORING & ENFORCING ENVIRONMENTAL ISSUES:

- DPW monitors and enforces environmental ordinances for litter, refuse collection, weed growth, and rodent control to maintain a clean and healthy environment.

- DPW relies on citizen complaints to identify non-compliant residential and commercial establishments. Over the past several years more emphasis has been placed on educating the public than has been placed on enforcement. Households are contacted and provided with environmental literature; violation tickets and legal action are used as a last recourse for those that remain in non-compliance.

- The number of commercial inspections performed has increased nearly 5 times over the past five years. Distribution of environmental and control pamphlets have increased ten-fold, while the average number of violations issued is 8,793. Less than 5% of the citizen contacts result in the issuance of a violation, and 65% of the violations are brought into voluntary compliance. The Citizen Satisfaction Survey did not contain a question to gauge satisfaction of environmental enforcement; however, many citizens provided written comments stating that they are dissatisfied with the lack of environmental enforcement in their neighborhoods.

ENVIRONMENTAL & COMMERCIAL INSPECTION					
	1997	1998	1999	2000	2001
Cost of Environmental and Commercial Inspection Section in Constant Dollars	$335,938	$373,990	$466,947	$399,014	$337,944
Budgeted Environmental & Commercial Litter Control FTEs	9	9	9	9	9
Number of Commercial Establishments Inspected for Proper Refuse Storage	3,375	4,050	17,953	4,927	15,839
Number of Households Provided Environmental Control Literature	26,017	31,220	75,426	93,026	118,195
Number of Households Contacted – Environmental	18,000	18,000	64,078	44,529	83,017
Number of Non-Complying Properties Issued Violation Tickets	8,943	10,732	8,179	5,822	10,290
Percentage of Inspections & Contacts that Result in Violation Tickets	18.87%	20.15%	5.19%	4.09%	4.74%
Percentage of Code Violations Brought into Voluntary Compliance	70%	70%	71%	60%	65%
Cost per Cited Violation in Constant Dollars	$37.55	$34.85	$57.09	$68.54	$32.84

In July 2001, DPW put the Rotational Block Baiting Program in operation. Inspectors bait the entire City of Detroit, including all 11,000 blocks and 8,500 open alleys, three times per year. The number of FTEs for this section increased by nearly 60% for the 2001 fiscal year, the number of properties surveyed has more than tripled, and the number of properties serviced for eradication has nearly doubled. DPW has just completed the first baiting cycle, and management believes this program is having a positive impact on rodent control but has no measurement to express the impact.

RODENT CONTROL					
	1997	1998	1999	2000	2001
Cost of Rodent Control Section in Constant Dollars (Millions)	$1.5	$1.7	$1.8	$1.4	$1.9
Budgeted Rodent Control FTEs	29	29	29	29	46
Number of Properties Surveyed for Rodent Infestations	93,592	116,990	375,442	342,012	313,431
Number of Properties Serviced for Rodent Eradication	16,766	20,119	58,676	35,100	31,463
Percentage Reduction in Number of Rodents	not available	not available	not available	not available	not available

MANAGING VACANT LOT UPKEEP:

DPW is responsible for the upkeep of both city-owned and non-city-owned vacant lots including debris removal, cutting weeds, and grass mowing. DPW contracts with private companies to mow the grass on each lot three times between the months of May and October. To facilitate the process, debris and barriers are cleared during the off-season. The city's increased commitment to creating a clean city is illustrated by the 35% increase in spending on this program between 1997 and 2001, a 22% increase per vacant lot. According to DPW records, 100% of the lots have been mowed 3 times per year in each of the past five years.

VACANT LOT UPKEEP					
	1997	1998	1999	2000	2001
Cost of Vacant Lot Clean-Up Section in Constant Dollars (Millions)	$2.7	$2.3	$3.0	$3.4	$3.6
Number of Vacant Lots Under DPW Responsibility	41,454	44,654	50,000	50,000	46,000
Cost to Upkeep Each Vacant Lot in Constant Dollars	$64.77	$50.74	$60.63	$68.72	$79.02

Unfortunately, the city's expanded efforts have not translated into citizen satisfaction. Most citizens are not satisfied with vacant lot upkeep, with 85% rating the service below "Good". Unless the frequency of vacant lot mowing increases, it will be unlikely that the satisfaction rating of this service increases substantially.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Vacant Lot Upkeep	2,805	15%	25%	60%

TRAFFIC CONTROL:

The City spends more than $2 million annually to maintain the street signs and markings within the road right of ways. Over the past five years, 22,980 street signs have been installed, including 900 oversized signs. On average, 332 intersections and 319 street miles are re-marked annually. DPW relies on citizen complaints, police, and city workers to report damaged or missing traffic signs. Public safety standards dictate that all damaged signs are replaced within 24 hours. DPW management states that they do meet this standard by replacing signs within 24 hours of notification.

TRAFFIC SIGNS & STREET MARKINGS					
	1997	1998	1999	2000	2001
Cost of Signs & Street Markings in Constant Dollars (Millions)	$2.2	$2.1	$2.4	$2.1	$2.1
Number of Street Name Signs Installed	3,600	7,500	2,440	2,440	7,000
Number of Intersections Marked	157	450	465	425	122
Miles of Lane Stripping Installed	243	246	336	336	434
Percentage of Damaged Stop or Yield Sign Reports Responded to Within 24 Hours of Notification	100%	100%	100%	100%	100%

DPW is responsible for determining the need for traffic signals at intersections throughout the City and for developing traffic intersection specifications. Traffic Engineering performs various types of traffic studies to make the determination. If traffic signals are needed, DPW develops the intersection specifications and sends the work request to the Traffic Signal Construction and Maintenance Division of the Public Lighting Department. DPW spends more than $2 million on traffic engineering annually.

TRAFFIC ENGINEERING					
	1997	1998	1999	2000	2001
Cost of Traffic Engineering in Constant Dollars (Millions)	$2.0	$2.3	$2.1	$2.3	$2.2
Number of Accident Studies	154	300	260	260	250
Number of Traffic Sign, Signal and Volume Studies Conducted	1,739	3,300	1,445	1,445	2,182
Number of Law Related Studies	99	150	80	80	87
Percentage of Projects Closed Within 30 Days	75.30%	37.33%	78.43%	78.43%	59.55%

Overall, citizens seem satisfied with traffic flow and signage in the city with over half rating the services as at least "Good".

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Overall Ease of Car Travel Within the City	3,025	54%	29%	18%
Overall Traffic Signage	2,958	58%	27%	15%

CLEANING STREETS:

Streets are cleaned in accordance with an established sweeping schedule, which if met, insures that all streets are swept three times annually with major streets and trunklines being swept more often. The frequency of street sweepings in residential areas has increased since 1997; in 1999 and 2000, major streets and trunklines were also cleaned more often than in previous years. The average number of times each street is cleaned has increased 61% since 1997 while the cost has declined by 70% resulting in a lower cost per curb mile swept and a lower cost per paved street mile. The City has 2,788 miles of paved streets and 16 miles of unpaved streets for a total of 2,804 curb miles.

STREET SWEEPING					
	1997	1998	1999	2000	2001
Cost of Street Cleaning in Constant Dollars (Millions)	$6.7	$5.8	$3.8	$2.4	$3.2
Number of Curb Miles Swept	36,000	36,000	54,000	58,000	58,000
Number of Residential Street Sweepings	2	2	2.5	3	3
Number of Major Street & Trunkline Sweepings	12	12	18	18	12
Average Number of Times All Streets Were Cleaned	6.47	6.48	9.73	10.46	10.40
Percentage of Street Sweeping Routes Cleaned on Schedule	not available	not available	not available	100%	100%
Cost per Curb Mile Swept in Constant Dollars	$186	$160	$70	$41	$56
Cost per Paved Street Mile in Constant Dollars	$2,401	$2,079	$1,359	$853	$1,165

Only 29% of Detroiters rated street cleanliness as "Good" or "Very Good". Due to the wording of this question, it is unclear whether this is a rating of overall street cleanliness or a rating of the street sweeping program. Under either interpretation, street-cleaning activities should be improved.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Cleanliness of Streets	3,175	29%	30%	41%

DPW is committed to removing snow and ice from state trunk lines, major streets, and pedestrian bridges as soon as possible after a snowfall or icy conditions develop. In 2000-2001, the City began using contractors to plow residential streets following a snow accumulation of 6" or more.

DPW's efforts to reduce snow removal response time have included evaluation of policies and improvements, as well as the implementation of "Rapid Reach", a computerized dialing system, which has reduced the Snow & Ice fleet response time from 84 to 45 minutes. The cost of snow removal is comprised of employee wages and benefits only.

SNOW REMOVAL					
	1997	1998	1999	2000	2001
Cost of Snow Removal in Constant Dollars (Millions)	$0.4	$0.5	$1.4	$0.7	$2.7
Snowfall in Inches	not available	23.3	49.5	23.4	39.0
Tons of Salt per Inch of Snow	1,000	1,000	1,000	1,000	1,000
Total Hours Worked per Inch of Snow	700	700	700	600	700
Number of Hours Worked to Return Roads to Normal Conditions	not available	not available	not available	not available	45,699
Number of Miles of Roads Plowed	not tracked	not tracked	not tracked	not tracked	not tracked
Deployment of Snow Detail (Minutes)	80	70	60	60	60
Cost of Snow Removal per Hour to Return Roads to Normal Conditions	not available	not available	not available	not available	$60.02
Cost of Snow Removal per Inch Fallen	not available	$20,813	$28,437	$28,456	$70,324

- Citizen satisfaction ratings of snow and ice removal vary between the major and local street services. Major street snow and ice removal service ratings show vastly different experiences among citizens. Oddly, the same percentage of citizens that rated the service satisfactory, rated the service as unsatisfactory. Local street removal satisfaction is low with 89% of citizens rating the service below "Good". Citizen comments indicate that they do not like having their cars or driveways plowed in, which are the common side effects of street snow and ice removal.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Snow & Ice Removal on Major Streets	3,111	36%	27%	36%
Satisfaction With Snow & Ice Removal on Local Streets	3,153	10%	20%	69%

MAINTAINING & REPAIRING STREETS:

- DPW uses a Patch Rite Machine to repair potholes because it is faster, the patches have a better appearance, and the patches last longer than manual repairs. The use of contractors to seal street cracks has helped accelerate the maintenance program, and cycle miles (number of miles traveled) of pothole repairs have increased by 46% over the past five years with fewer budgeted positions. DPW has set a goal of repaving 100 miles of streets annually. On average, 4.3% of the City's paved streets are replaced annually, which is a 24-year cycle. Most of the cost of Street Paving and Maintenance projects is paid with Local and Major Street Fund dollars.

- Decisions on which streets to repair are made on a visual and subjective basis with streets in the worst shape receiving priority. Efforts are underway to implement a Pavement Condition Index system, a machine that registers pavement conditions and a database tracking priority repairs.

STREET IMPROVEMENTS					
	1997	1998	1999	2000	2001
Cost of Street Paving & Maintenance in Constant Dollars (Millions)	$35.7	$149.1	$140.7	$131.1	$104.4
Budgeted Street Paving FTEs	111	111	111	107	108
Number of Pothole Repairs	not available	not available	not available	not available	631,005
Cycle Miles of Pothole Repairs	6,200	7,000	9,398	8,947	9,047
Number of Operators Receiving Cross-Training on Street Equipment	10	10	45	52	52
Percentage of Total Miles Resurfaced Annually	4.06%	4.86%	4.43%	3.75%	4.34%
Cost per Mile to Repave in Constant Dollars	$315,699	$1,104,107	$1,144,052	$1,260,129	$863,201

The number of miles resurfaced has remained relatively constant over the past five years. In general, most citizens (52%) are not satisfied with the City's street maintenance efforts.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Maintenance of Streets	3,062	21%	26%	52%

MAINTAIN & REPAIR CITY VEHICLES:

- DPW provides centralized automotive maintenance, repair, and purchasing services for all City vehicles except for those owned by the Fire, Water & Sewerage, Housing and DDOT departments. DPW reviews vehicle purchase specifications prepared by City departments and inspects new City vehicles when they are received. DPW is also responsible for repairing vehicles in a manner that maintains the required level of vehicles needed in the day-to-day operations of departments and activities. Executive vehicles are replaced every 3 years, generally assigned cars are replaced every 5 years, and heavy movable equipment is replaced as needed.

DPW MAINTAINED VEHICLES					
	1997	1998	1999	2000	2001
Number of Vehicles Under DPW Control	3,854	3,928	3,928	3,679	3,600

- DPW provides gas and diesel fuel for all City vehicles under its control. Preventative maintenance consists of lubrication and oil changes every 3,000 miles or 90 days, whichever comes first. The Department maintains vehicle records, and is finalizing the computerization of the Division's inventories.

- The number of budgeted Vehicle Management and Stores & Supplies FTEs has remained constant at 270, while the vacancy rate has risen from 4.07% to 14.07%. DPW management indicates that the garage does not maintain records on the number of vehicle repairs, repair times or miles driven. The garage is in the process of implementing an inventory and preventative maintenance system. Clearly, measures of workload and efficiency should be established and tracked for this function. Several peer cities' average repair times are shown in Appendix D.

VEHICLE MANAGEMENT					
	1997	1998	1999	2000	2001
Cost of Vehicle Management and Stores & Supplies in Constant Dollars (Millions)	$27.6	$26.4	-$12.7	$29.6	$28.6
Vacancy Rate of Vehicle Management and Stores & Supplies FTEs	4.07%	8.15%	8.52%	8.89%	14.07%
Percentage of Repairs Completed Within Established Repair Time	90%	100%	100%	100%	80%
Average Length of Time to Complete Police Department Repairs	not tracked	not tracked	not tracked	not tracked	not tracked
Average Length of Time to Complete Other Department's Repairs	not tracked	not tracked	not tracked	not tracked	not tracked
Percentage of Vehicles Covered Under Preventive Maintenance Schedules	25%	35%	35%	50%	60%
Cost of Vehicle Management and Stores and Supplies per Vehicle in Constant Dollars	$7,159	$6,723	-$3,238	$8,058	$7,945
Percentage of Departmental Inventory Levels Maintained	95%	100%	100%	100%	80%
Percentage of Inventory & Maintenance Records Computerized	25%	35%	35%	60%	70%

ADMINISTER CITY VEHICLE PURCHASING PROCESS:

DPW is involved in reviewing and approving department specifications for City vehicles and for inspecting vehicles once delivered to insure that the vehicles meet City standards. In July 2001, a Vehicle Management Steering Committee was put in place to increase fleet productivity and minimize operating costs. The steering committee is comprised of representatives from the Budget, Finance, Mayor's Office and DPW departments. Future reports will assess the impact of the steering committee on the City fleet and fleet maintenance.

VEHICLE PURCHASING					
	1997	**1998**	**1999**	**2000**	**2001**
Percentage of Mission Critical Fleet Within Its Useful Life Cycle	not tracked	not tracked	not tracked	not tracked	not tracked
Percentage of Entire Fleet Within Its Useful Life Cycle	not tracked	not tracked	not tracked	not tracked	not tracked
Number of New Vehicles Purchased	not tracked	not tracked	not tracked	not tracked	not tracked
Number of New Vehicles Leased	0	0	0	0	0
Number of Vehicle Specifications Completed	not tracked	not tracked	not tracked	not tracked	not tracked
Investment in New Vehicles in Constant Dollars (Millions)	$6.8	$1.9	$4.0	$11.1	$2.8
Average Time to Complete a Vehicle Request – Department Request to Vehicle In-Service	not tracked	not tracked	not tracked	not tracked	at least 6 months

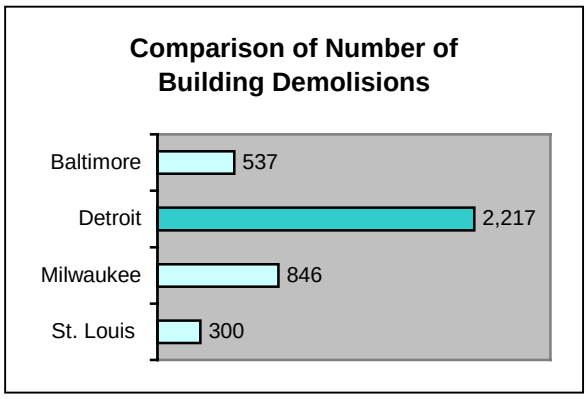
DPW GOAL #4: REDUCE THE NUMBER OF VACANT AND DANGEROUS STRUCTURES WITHIN THE CITY OF DETROIT

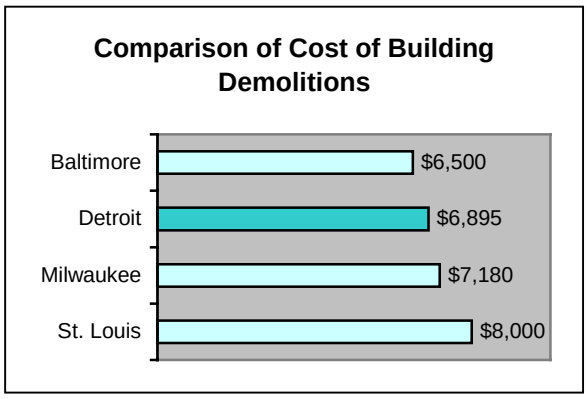
- DPW demolishes vacant structures that have been approved for demolition by the Building & Safety Department, Planning and Development Department and City Council, which the homeowner has not demolished. DPW's goal is to demolish residential structures within 90 days and commercial structures within 120 days after receiving approval. DPW was responsible for demolishing 52% of the 4,224 demolitions in the City last year. DPW met their demolition-timing goal 23% of the time.

- DPW workers demolish small structures and contract for the demolition of the larger, more complex buildings. Block Grant Funding pays for most all of the demolition efforts. By the time most buildings are demolished, the property has been foreclosed, and title has passed to the City. Therefore, the City receives little reimbursement of their demolition costs from the property owner. Detroit has spent an average of $16.7 million annually on building demolitions since 1997.

VACANT BUILDING DEMOLITIONS					
	1997	**1998**	**1999**	**2000**	**2001**
Cost of Vacant Housing Rescue/Demolition Section in Constant Dollars (Millions)	$9.4	$14.3	$23.1	$21.7	$15.3
Number of Residential Structures Removed Within 90 Days of Receipt of Demolition Order	not available	100	194	423	389
Number of Commercial Structures Removed Within 120 Days of Receipt of Demolition Order	not available	50	248	182	117
Number of Buildings Demolished	1,000	2,000	2,480	2,317	2,217
Percentage of Building Demolitions Meeting Timeliness Goal	not available	7.5%	17.8%	26.1%	22.8%
Demolition Cost per Building in Constant Dollars	$9,406	$7,130	$9,313	$9,353	$6,895

- Detroit demolishes more buildings annually than any of the peer cities participating in the benchmarking study. Detroit's average demolition cost per structure is comparable to that of the peer cities.





Citizens are not satisfied with the City's building demolition efforts, with only a small number (11%) rating the service as "Good". This rating is a reflection of the citizens' opinion of the entire process, and should not be construed to be a rating of DPW's efforts only. Because the process is so lengthy and there are so many vacant and dilapidated structures in the city, it is easy to understand the citizens' rating. Future reports will note whether renewed efforts to reduce the number of vacant structures has succeeded in increasing the percentage of satisfied citizens.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Vacant Building Demolition in Your Neighborhood	2,800	11%	19%	70%

- DPW City Engineering Division's services cover design, survey, construction engineering and inspection, program management, review and approval of construction drawings, and permit issuance for improvements in the City's right-of-ways.

PROVIDE NECESSARY DESIGN SERVICES:

- The City Engineering Division provides design services for construction and resurfacing of city streets, traffic signal modernizations, bridge rehabilitation, and pavement markings. Most of the Division's activities support DPW projects; however, the DBA and other City departments use the Division's program management and construction inspection services.

- The overall cost of the Division has remained relatively constant since 1997, while staff vacancy rates have soared. It is not clear what impact the staff shortages have had on workload, as the number of projects, services, customers, and inspections are not tracked. The number of construction permits issued has increased since 1997, but have declined from the 2000 high. Design projects continue to be completed on time according to DPW management.

CITY ENGINEERING					
	1997	1998	1999	2000	2001
Cost of City Engineering Division in Constant Dollars (Millions)	$9.3	$9.6	$9.8	$9.6	$9.7
Percentage of Engineering FTE Vacancies	5.00%	11.67%	9.17%	13.33%	20.83%
Percentage of Inspection FTE Vacancies	0.00%	12.70%	6.35%	12.50%	12.50%
Number of Design Projects	not tracked	not tracked	not tracked	not tracked	not tracked
Number of Construction Engineering Services	not tracked	not tracked	not tracked	not tracked	not tracked
Number of Customers	not tracked	not tracked	not tracked	not tracked	not tracked
Percentage of Design Projects Completed on Time	65%	80%	90%	100%	98%
Average Length of Time to Complete a Design Project	not tracked	not tracked	not tracked	not tracked	not tracked
Percentage of Construction Engineering Services Performed Within Budget	60%	80%	95%	80%	55%
Percentage of Customers Satisfied	80%	80%	90%	90%	90%
Number of Construction Permits	666	800	1,190	1,400	872
Number of Inspections	not tracked	not tracked	not tracked	not tracked	not tracked
Cost of Engineering per Permit Issued in Constant Dollars	$13,925	$11,983	$8,270	$6,845	$11,132
Number of Permits Issued per FTE	5.84	7.55	10.92	13.46	9.18
Number of Inspections per Inspection FTE	not tracked	not tracked	not tracked	not tracked	not tracked